

Top 10 by 20 Plan Fiscal Year 2014-2015

The Missouri Department of Elementary and Secondary Education has launched Top 10 by 20, a major improvement effort that aims for student achievement in Missouri to rank among the top 10 performing states by 2020. The Missouri State Board of Education and the Department of Elementary and Secondary Education are committed to excellence. The success of Missouri students depends on both a solid foundation of skills and the ability of students to apply their knowledge and skills to the kinds of problems and decisions they will likely encounter after they graduate. The challenge to excel is ongoing. The work we need to do is transformational, not incremental. The key to our success in transforming education in Missouri will reside in our ability to *focus* on a *few* goals with a *few strategies* that are done with *precision* and *fidelity*. Consistent with the best current research available, the strategies and actions focus on leadership, collaborative culture and climate, teaching/learning practices, assessments to inform teaching and learning, effective use of data, and parental and/or community engagement.

| GOAL 1: All Missouri students will graduate college and career ready. | | | |
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| OBJECTIVE 1: By 2020, student achievement will rank among the Top 10 states. A. The percentage of students scoring at or above the proficient level on the National Assessment of Educational Progress (NAEP) will increase at each test administration. B. The percentage of students scoring at or above the proficient level on state assessments will increase each year to meet or exceed the annual “on track” MSIP targets for all students and subgroups, placing the state on track to Top 10 performance by 2020. C. The percentage of students scoring below basic on state assessments will decrease by 1% annually. | | | |
| OBJECTIVE 2: By 2020, all students will qualify for entrance into postsecondary education/training. A. The percent of students who achieve a qualifying score or above on a college and career readiness assessment will increase annually. B. The percentage of students who graduate will increase annually. | | | |
| STRATEGY 1: | Leadership promotes educator development and high academic achievement for all students. | Lead Office | FY15 Targets/Timeline |
| ACTION 1: | Support local education agency (LEA)/school leadership to improve student outcomes. | EQ/QS | 1A.1a: Implement a leadership development system from preparation followed by mentoring, then development and continued refinement by May 2015. |
| | | QS | 1A.1b: Catalogue a comprehensive list of Department supports available to LEAs/schools aligned to the MSIP Support and Intervention document by March 2015. |

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| | | QS | 1A.1c: Develop and disseminate to LEAs/schools auditing tools aligned to the MSIP Support and Intervention document by January 2015. |
| | | QS | 1A.1d: Conduct appropriate audits in identified LEAs/schools by May 2015. |
| | | QS | 1A.1e: Establish Regional School Improvement Teams (RSITs) by November 2014. |
| STRATEGY 2: | A collaborative culture and climate conducive to learning is necessary to provide a supportive environment for the successful development of all students. | Lead Office | FY15 Targets/Timeline |
| ACTION 1: | Support LEAs/schools in developing collaborative cultures. | SE | 2A.1a: Develop a training package, including online materials and personnel supports, for developing and implementing collaborative teams by June 2015. |
| ACTION 2: | Support LEAs/schools/teachers to implement effective intervention practices. | SE/QS | 2A.2a: Develop a training package, including online materials and personnel supports, for systems of behavioral supports by June 2015. |
| STRATEGY 3: | Teacher/learning practices engage students in meaningful learning. | Lead Office | FY15 Targets/Timeline |
| ACTION 1: | Provide access to curriculum, instructional resources and assessments aligned to state standards. | CCR | 3A.1a: Revise and promote use of model curriculum components to be completed by June 2015. |
| | | CCR | 3A.1b: Identify and disseminate the essential learning standards in all core content areas by June 2015. |
| ACTION 2: | Support LEAs/schools/teachers in developing teachers' use of highly effective teaching and learning practices. | SE | 3A.2a: Develop a training package, including online materials and personnel supports, for highly effective teaching and learning practices by June 2015. |
| | | EQ | 3A.2b: Deliver training on Student Learning Objectives (SLO) to school leaders representing at least 70% of LEAs in the state through June 2015. |
| ACTION 3: | Support LEAs/schools/teachers in providing students with relevant learning experiences related to postsecondary opportunities. | CCR | 3A.3a: Expand the Pathways to Prosperity statewide network by increasing by 10% the number of LEAs participating by June 2015. |
| | | CCR | 3A.3b: Identify appropriate organizations with goals and efforts similar to Pathways to Prosperity and partner with them to expand pathways implementation by April 2015. |
| ACTION 4: | Support LEAs/schools/teachers in developing proficiency-based learning models. | CCR/ QS | 3A.4a: Provide guidance to LEAs on how to determine proficiency-based credit by June 2015. |
| ACTION 5: | Support LEAs/schools/teachers in assisting students' participation in career awareness, immersion and exploration activities. | CCR | 3A.5a: Expand Missouri Connections to include an elementary level component for personal plans of study by June 2015. |

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| | | CCR | 3A.5b: Expand by 5% the number of active Missouri Connections accounts at the middle/high school grade levels by June 2015. |
| STRATEGY 4: | Assessments inform effective teaching and learning. | Lead Office | FY15 Targets/Timeline |
| ACTION 1: | Support LEAs/schools/teachers in effective use of formative, benchmark and summative assessments. | SE/ CCR | 4A.1a: Develop a training package, including online materials and personnel supports, for developing and using formative assessments to guide teaching and learning by June 2015. 4A.1b: Facilitate LEA utilization of MAP Digital Resources. |
| STRATEGY 5: | Data are effectively used for decision-making at the LEA, school and classroom levels. | Lead Office | FY15 Targets/Timeline |
| ACTION 1: | Support LEAs/schools/teachers in the collection and effective use of data to guide important decisions. | SE SE | 5A.1a: Develop a training package, including online materials and personnel supports, for focusing on effective data collection, organization and analysis by June 2015. 5A.1b: Develop tools to help teachers organize and analyze formative assessment data for making instructional decisions by June 2015. |
| STRATEGY 6: | Engage students/parents and/or community stakeholders to mobilize community resources that support student outcomes. | Lead Office | FY15 Targets/Timeline |
| ACTION 1: | Support LEA/school administrators and teachers to engage and collaborate with families and community members who represent diverse interests and needs. | QS SE | 6A.1a: Develop and disseminate a community-school compact model that supports LEAs and other stakeholders by June 2015. 6A.1b: Develop a training package, including online materials and personnel supports, and build regional capacity in working with parents/guardians of secondary students at risk of dropping out of school by June 2015. |

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| GOAL 2: All Missouri children will enter kindergarten prepared to be successful in school. | | | |
| OBJECTIVE 1: By 2020, all children will have access to high-quality early childhood programs and services. A. State-funded preschool program capacity will increase by at least 50%. B. State-funded preschool programs taught by qualified and appropriately-credentialed teachers will increase by at least 50%. C. Parents as Teachers (PAT) programs serving at least 80% of families will meet affiliate-level quality standards. D. Information regarding early childhood goals, programs, services, and other opportunities will be available to all stakeholders through a variety of formats. | | | |
| OBJECTIVE 2: By 2020, Missouri early childhood program data representing at least 50% of the children entering kindergarten will be included in the Missouri Comprehensive Data System (MCDS). | | | |
| STRATEGY 1: | Leadership supports high quality early childhood programs. | Lead Office | FY15 Targets/Timeline |
| ACTION 1: | Support leadership in identifying resources to implement and sustain high quality early childhood programs. | EEL | 1A.1a: Partner with Head Start and the Department of Social Services child care subsidies to incorporate additional funding streams into the blended and braided funding model by June 2015. |
| | | EEL | 1A.1b: Develop and disseminate information/resources about blended and braided funding to all new Missouri Preschool Program (MPP) grantees (and potential Preschool Development Grant (PDG) grantees) by October 2014 (and January 2015 for PDG). |
| | | EEL | 1A.1c: Assist and provide more direct, intensive work with 10 new programs to the braided and blended funding pilot by June 2015. |
| STRATEGY 2: | A collaborative culture and climate conducive to learning is necessary to provide a supportive environment for the successful development of children. | Lead Office | FY15 Targets/Timeline |
| ACTION 1: | Strengthen the connections within the Birth through 3 rd grade continuum. | EEL | 2A.1a: Co-host a Transition Summit to articulate policies between agencies and organizations as it relates to a Birth through 3 rd grade continuum for 25% of LEAs, represented by administrators and early childhood directors by December 2014. |
| | | EEL | 2A.1b: Re-establish the Early Childhood Interagency Team (ECIT) and schedule the first meeting by January 2015. |
| | | EEL/CCR | 2A.1c: Review and coordinate articulation of instructional practices from Birth through 3 rd grade by June 2015. |
| STRATEGY 3: | Teacher/learning practices provide meaningful professional development for early childhood teachers. | Lead Office | FY15 Targets/Timeline |
| ACTION 1: | Support LEAs/schools in providing high quality state-supported early childhood programs. | EEL | 3A.1a: Recommend modifications to PAT quality indicators in Administrative Rule by February 2015. |

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| ACTION 2: | Expand the knowledge of early childhood educators; including but not limited to teachers, families, and child care providers. (Preschool Development Grant) | EEL | 3A.2a: Increase the number of T.E.A.C.H. Missouri scholarships to an additional 110 in order to assist preschool teachers with completing degrees and credentials by June 2015. |
| | | EEL | 3A.2b: Add 20 additional hours of consultation for MPP mentors to increase on-site technical assistance to implement quality programs by May 2015. |
| | | EEL | 3A.2c: Increase the required number of hours for MPP and PAT Learning Communities to improve professional development for the early childhood educators and meet the NIEER quality indicators by May 2015. |
| | | EEL | 3A.3a: Facilitate stronger connections between programs and support services for families to assist in meeting the NIEER Support Services quality indicator by April 2016. |
| ACTION 3: | Improve access to and participation in high quality early childhood programs and services. | EEL | 3A.3b: Increase the number of developmental screenings by 2% for children in PAT under age three by June 2015. |
| | | EEL | 3A.3c: Work with LEAs/schools/nonprofits/child care providers to add 28 new MPP sites serving 1,976 children in high-need communities (200% of the federal poverty level) via the federal Preschool Development Grant by August 2015. |
| | | EEL | 3A.3d: Work with LEAs/schools to increase the number of PAT visits per high-needs family to an average of 10 by May 2015. |
| STRATEGY 4: | Assessments inform effective teaching and learning. | Lead Office | FY15 Targets/Timeline |
| ACTION 1: | Support LEAs/schools/other agencies/nonprofits/child care providers in enhancing developmental assessment processes for all children Birth through kindergarten entry. | EEL/CCR | 4A.1a: Select and recommend a kindergarten entry assessment for use in state-supported preschool programs by April 2015. |
| STRATEGY 5: | Data are effectively used to inform early childhood practices. | Lead Office | FY15 Targets/Timeline |
| ACTION 1: | Use data to increase efficiency and effectiveness of early childhood experiences. | EEL | 5A.1a: Work with the software vendors used by LEAs to improve accuracy of identifying the characteristics of high-needs families and the quality of services by June 2015. |
| | | EEL | 5A.1b: Report and disseminate the annual status to each PAT site to summarize previous year's outcomes and help set goals for the new year by December 2014. |
| | | EEL | 5A.1c: Develop 2-4 research questions, identify projects, and issue Requests for Proposals (RFPs) that will guide state policy in early childhood by June 2015. |

| STRATEGY 6: | Engage students/parents and/or community stakeholders to mobilize community resources that support early childhood. | Lead Office | FY15 Targets/Timeline |
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| ACTION 1: | Improve communication with all stakeholders; including but not limited to parents, educators, community partners and policy makers. | EEL | 6A.1a: Distribute a quarterly newsletter from Early and Extended Learning, Title I preschool, and ECSE staff within DESE with important news, information, and program updates to stakeholders including public school preschool, Head Start, and private providers, accessible through Missouri Professional Registry by January 2015. |
| | | EEL/SE | 6A.1b: Produce short promotional videos highlighting best practices in early childhood settings by March 2015. |
| | | EEL/ CO | 6A.1c: Increase awareness of resources available to early childhood educators (parents and teachers) through online communications and greater distribution of written materials, pertaining to the Missouri Early Learning Goals by June 2015. |

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| GOAL 3: Missouri will prepare, develop, and support effective educators. | | | |
| OBJECTIVE 1: By 2020, all preparation programs will be highly effective at preparing teacher candidates as defined by a uniform set of performance data points. A. The percent of preparation programs achieving each of the state's performance benchmarks will increase annually as demonstrated through the Annual Performance Report for Educator Preparation Programs (APR-EPP). | | | |
| OBJECTIVE 2: By 2020, all educators will be effective as defined by a local evaluation process fully aligned to Missouri's Essential Principles of Effective Evaluation. A. All schools will align their evaluation systems to 6 of the 7 Essential Principles by 2016. B. All schools will include measures of student growth as a contributing factor of educator evaluation by 2017. | | | |
| STRATEGY 1: | Leadership promotes educator development and high academic achievement for all students. | Lead Office | FY15 Targets/Timeline |
| ACTION 1: | Base the approval and continuous improvement process for education administration programs on the educator candidates' ability to demonstrate mastery of the Missouri Educator Standards for Leaders as measured in the Annual Performance Report for Educator Preparation Programs (APR-EPP). | EQ | 1A.1a: Revise comprehensive guide for the APR-EPP by December 2014. |
| | | EQ | 1A.1b: Implement content assessments including state qualifying scores for administrator certificates by December 2014. |
| | | EQ | 1A.1c: Set qualifying score for the Missouri School Leader Performance Assessment (MoSLPA) by August 2015. |
| | | EQ | 1A.1d: Collaborate with higher education and other stakeholders, develop an intervention plan for education administration programs by June 2015. |
| | | EQ | 1A.1e: Redesign the Beginning School Leader Survey to be used in the APR-EPP by April 2015. |
| | | EQ | 1A.1f: Develop the format for the Professional Competency Profile by May 2015 (used as a part of the leadership development process). |
| ACTION 2: | Increase leadership capacity and effectiveness through a leadership development system. | EQ/QS | 1A.2a: Implement a leadership development system from preparation followed by mentoring, then development and continued refinement by May 2015. |
| | | EQ | 1A.2b: Deliver training on Student Learning Objectives (SLO) to school leaders representing at least 70% of LEAs in the state through June 2015. |
| | | EQ | 1A.2c: Increase by 200% the users of the Missouri Observation Simulation Tool (MOST), an online training tool for school leaders that highlights the comparison of evidence and ratings to build consistency in the performance evaluation of teachers through June 2015. |
| | | EQ | 1A.2d: Increase by 50% or more LEA use of the Effective Evaluation Implementation Rubric to determine the extent of alignment to 6 of the 7 Essential Principles of the local principal evaluation process by June 2015. |

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| STRATEGY 2: | A collaborative culture and climate conducive to learning is necessary to provide a supportive environment for the successful development of all students. | Lead Office | FY15 Targets/Timeline | |
| ACTION 1: | Support leaders as they work to create the conditions, provide the resources and support change efforts necessary for effective professional learning to occur. | EQ/SE | 2A.1a: | Increase by 200% the users of the Missouri Observation Simulation Tool (MOST), an online training tool that promotes meaningful feedback to teachers through June 2015. |
| | | EQ | 2A.1b: | Increase by 50% or more LEA use of the Effective Evaluation Implementation Rubric to determine the extent of alignment to Principle 5 (meaningful feedback) of the local evaluation process by June 2015. |
| | | EQ/CCR | 2A.1c: | Develop support strategies for mentors and mentees using the State Mentoring Standards and the Professional Learning Guidelines by May 2015. |
| | | EQ/SE | 2A.1d: | Develop a training package, including online materials and personnel supports, for school leaders with a focus on building a collaborative culture by June 2015. |
| | | EQ/SE | 2A.1e: | Integrate the Student Learning Objectives (SLO) training into the collaborative training package by June 2015. |
| ACTION 2: | Increase the awareness of educators regarding issues of cultural responsiveness in the school communities they serve. | EQ | 2A.2a: | Include cultural responsiveness strategies as a part of Missouri's Equity Plan by June 2015. |
| STRATEGY 3: | Teacher/learning practices engage students in meaningful learning. | Lead Office | FY15 Targets/Timeline | |
| ACTION 1: | Base the approval and continuous improvement process for teacher education programs on educator candidates' ability to demonstrate mastery of the Missouri Educator Standards for teachers as measured by the APR-EPP. | EQ | 3A.1a: | Revise the comprehensive guide for the APR-EPP by December 2014. |
| | | EQ | 3A.1b: | Implement content assessments including state qualifying scores for teacher certificates by December 2014. |
| | | EQ | 3A.1c: | Complete revisions to the Missouri Pre-Service Teacher Assessment by September 2015. |
| | | EQ | 3A.1d: | Collaborate with higher education and other stakeholders, develop an intervention plan for teacher education programs by June 2015. |
| | | EQ | 3A.1e: | Redesign the Beginning Teacher Survey to be used as a part of the APR-EPP by April 2015. |
| ACTION 2: | Increase teacher capacity and effectiveness. | EQ | 3A.2a: | Support and train teachers as they collect student growth data using Student Learning Objectives (SLOs) through June 2015. |

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| ACTION 3: | Develop a Missouri Equity Plan to promote equitable access to effective teachers. | EQ/ DSM | 3A.2b: | Explore ways to support LEA use of educator evaluation data in determining professional development needs by June 2015. |
| | | EQ/QS | 3A.2c: | Increase by 50% or more LEA use of the Effective Evaluation Implementation Rubric to determine the extent of alignment to 6 of the 7 Essential Principles of the local teacher evaluation process by June 2015. |
| | | EQ | 3A.2d: | Design a plan to recognize exemplary teachers from diverse educational communities (i.e. urban, suburban, rural) by January 2015. |
| | | SE | 3A.2e: | Integrate online training packages for highly effective teaching and learning practices into the professional learning component of the Educator Growth Tool Box by June 2015. |
| | | EQ | 3A.3a: | Develop a plan to recruit and retain highly effective teacher candidates and educators by May 2015. |
| STRATEGY 4: | Assessments inform effective teaching and learning. | Lead Office | FY15 Targets/Timeline | |
| ACTION 1: | Support assessment literacy for educator preparation programs, teacher and leader candidates, and practicing teachers and leaders. | EQ | 4A.1a: | Increase awareness of assessment literacy through the implementation of the MoSPE standards by June 2015. |
| | | EQ | 4A.1b: | Support educator preparation programs in the use of formative and summative observation protocols to provide effective feedback to teacher candidates by May 2015. |
| | | EQ | 4A.1c: | Deliver training on the effective use of assessments through the Student Learning Objectives (SLO) process to educator teams representing at least 70% of LEAs in the state through June 2015. |
| STRATEGY 5: | Data are effectively used for decision-making at the LEA, school and classroom levels. | Lead Office | FY15 Targets/Timeline | |
| ACTION 1: | Support the effective use of data by educator preparation programs, teacher and leader candidates, and practicing teachers and leaders. | EQ | 5A.1a: | Increase awareness of the effective use of data through the implementation of the MoSPE standards by June 2015. |
| | | EQ | 5A.1b: | Support educator preparation programs in the use of the assessment data to determine if a candidate is prepared for the clinical experience by May 2015. |
| | | EQ | 5A.1c: | Pilot the use of student survey data to determine effectiveness of teacher candidates in the clinical experience by June 2015. |
| | | EQ | 5A.1d: | Deliver training on the effective use of data through the Student Learning Objectives (SLO) process to educator teams representing at least 70% of LEAs in the state through June 2015. |

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| ACTION 2: | Utilize data internally for effective decision making and oversight of Department priorities. | EQ | 5A.2a: Use data from the APR-EPP to inform an intervention plan for educator preparation programs by June 2015. |
| | | EQ | 5A.2b: Utilize data to strengthen oversight of LEA implementation of Principles of Effective Evaluation by June 2015. |
| | | EQ | 5A.2c: Create a communication plan and monitoring process for LEA use of the Missouri Student Growth Model by May 2015. |
| STRATEGY 6: | Engage students/parents and/or community stakeholders to mobilize community resources that support student outcomes. | Lead Office | FY15 Targets/Timeline |
| ACTION 1: | Develop partnerships with community stakeholders to elevate the teaching profession. | EQ | 6A.1a: Increase awareness in educators of issues related to cultural responsiveness in the school communities they serve by May 2015. |
| | | EQ | 6A.1b: Create a plan for interacting with Missouri high school students to promote a career in education (i.e. job shadowing, scholarships) by January 2015. |

| GOAL 4: The Missouri Department of Elementary and Secondary Education will improve Departmental efficiency and operational effectiveness. | | | |
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| OBJECTIVE 1: Increase the efficiency and effectiveness of Department operations to support the implementation of the Top 10 by 20 initiative. | | | |
| STRATEGY 1: | Improve the efficiency and effectiveness of Department operations. | Lead Office | FY15 Targets/Timeline |
| ACTION 1: | Increase effectiveness through efficient business operations. | FAS/LS | 1A.1a: Streamline the process for providing program data and fiscal note responses to legislative requests in a timely manner by January 2015. |
| | | FAS/DSM | 1A.1b: Streamline the Payment Management and Reporting System for all state and federal programs by June 2015. |
| | | DSM | 1A.1c: Incorporate all entitlement grants into the ePeGS system and create a plan for incorporating all discretionary and competitive grants within a year by June 2015. |
| | | SE | 1A.1d: Integrate the data and the reporting structure for tiered monitoring by June 2015. |
| | | EEL/DSM | 1A.1e: Incorporate all data collected by the Early and Extended Learning Section into the Missouri Comprehensive Data System by March 31, 2015. |
| | | FAS/LS | 1A.1f: Focus agency resources to implement the Top 10 by 20 initiative. |
| | | FAS/LS | 1A.1g: Develop a plan to recruit and retain high quality staff. |
| | | CO | 1A.1h: Develop the Division of Learning Services website to support consistent agency implementation of MSIP Support and Intervention. |
| | | ARLS | 1A.1i: Expand Vocational Rehabilitation (VR) leadership capacity by implementing Motivational Interviewing in all levels of the organization to be completed by May 2015. |
| | | ARLS | 1A.1j: Establish a timeline and implementation plan with Alliance to enhance the VR AWARE case management system through electronic imaging for a paperless case file by June 2015. |
| | | ARLS | 1A.1k: Implement Phase 3 of the transition to a SSA-DDS national web-based Disability Case Processing system to be completed by June 2015. |
| ACTION 2: | Develop and implement communications plans to proactively promote educational policies. | CO | 1A.2a: Implement a communications plan for major 2014-2015 initiatives throughout the year. |
| ACTION 3: | Implement the Top 10 by 20 Communications Plan. | CO | 1A.3a: Increase awareness of Missourians regarding the Top 10 X 20 initiative and its goals by September 2015. |